In Search of a Better Way:
Developing systems that support performance excellence

Excellence. Every day.
THE DREAM TEAM

Lisa Piefer  
Deputy City Administrator

Adrienne Royals  
Budget & Financial Services Director

Stacey Crockett  
Chief Communications Officer
In Search of a Better Way:
Developing systems that support performance excellence

Excellence. Every day.
Tennessee football: Josh Heupel’s unorthodox team building exercises are working
“Goals are about the results you want to achieve. **Systems** are about the processes that lead to those results... Goals are good for setting a direction, but **systems** are best for making progress... Ultimately, it is your commitment to the process (what you do) that will determine your progress.”

- *James Clear, Atomic Habits*
“Our systems are *perfectly* designed for the results we’re getting.”

- Andy Stanley
Can you relate?
THE BETTER WAY
JUST AHEAD
Betting on Baldrige

Approach
Deployment
Learning
Integration
Leadership

Strategy

Customers

Measurement, Analysis, and Knowledge Management

Workforce

Operations

Results
Leadership

Strategy

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ECONOMIC DEVELOPMENT

Economic development pervades all aspects of City life, and as such, has become a significant key performance area in achieving sustainability for Germantown. The City’s triple bottom line, which refers to economic, environmental and social sustainability, is directly impacted by economic development efforts. The importance of this focus cannot be stressed enough as the competition for jobs, business and community have expanded beyond local to national and global interest. Germantown’s approach to current and future economic considerations can strategically position the City long-term as a quality place to live and conduct business – both crucial elements to its continued reputation as a community of choice.

### Economic development policies encourage investment in key commercial areas.

<table>
<thead>
<tr>
<th>Action Plans</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline: 1 to 2 years</td>
<td>🚀 Commercial tax base revenue</td>
</tr>
<tr>
<td>- Complete all identified small area plans and adopt related land use changes</td>
<td>🚀 Value of new construction in key commercial areas</td>
</tr>
<tr>
<td>Timeline: 2 to 5 years</td>
<td>🚀 Job growth</td>
</tr>
<tr>
<td>- Redevelop municipal center into a mixed-use development and city center</td>
<td>🚀 Median residential property value in key commercial areas</td>
</tr>
<tr>
<td></td>
<td>🚀 Median home price</td>
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</tbody>
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### Economic Development practices support economic sustainability.

<table>
<thead>
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<th>Action Plans</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline: 1 to 2 years</td>
<td>🚀 Ratio of elastic tax revenue to total revenue</td>
</tr>
<tr>
<td>- Develop Germantown as a regional destination</td>
<td>🚀 Unemployment rate</td>
</tr>
</tbody>
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ATTITUDE
TEAM PLAYER
HUMILITY
TEACHABLE
UNSELFISH
FLEXIBLE
INTEGRITY
CRITICAL THINKER
RESPECT
MOTIVATED
COMMUNITY
LEADER
LOYALTY
+ COMMUNICATOR
HONEST
SUPPORTIVE
HIGH ETHICS

GOOD JUDGEMENT
INTELLIGENT
EQ
HARD WORKER
KNOWLEDGEABLE
ZEAL
SITUATIONAL INTELLIGENCE
TAKES OWNERSHIP
RESPONSIBILITY
SUBMISSIVE TO AUTHORITY
FOCUSED
PUNCTUAL
ORGANIZED
THOROUGH
PROFESSIONAL
DEPENDABLE
EMPATHETIC

DEDICATED
CAN MULTI-TASK
VISIONARY
FAIR
PRESENT
HEALTHY
PEOPLE PERSON
GOOD LISTENER
INDEPENDENT
TRUSTWORTHY
FIT
PAYS ATTENTION
ACCOUNTABLE
RESPONSIVE
Diligent
Tolerant of DI
PATIENT
Excellence, Every Day - It’s in our DNA

OUR VALUES SYSTEM

The right people have these attributes

INTEGRITY

LEAD RESPONSIBLY

We aspire to manage these attributes into our organization

SMART/EQ

SERVANT’S HEART

DELIVER SERVICE EXCELLENCE

POSITIVE ENERGY

SELF-DISCIPLINE

PROFESSIONAL

HUMILITY

INNOVATION

RESPECT

PRODUCE A+ RESULTS

TEAMWORK

HUNGRY

OWNERSHIP

FOUNDATIONAL

CORE

ASPIRATIONAL
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Figure 7.1-10 In 2012, the deputy police chief and the captain of the SWAT unit undertook as their six sigma black belt project the improvement of response times to all police emergency calls for service. The results were immediate, dramatic and consistent over time. Police emergency response time is a key operational measure and analyzed on a monthly and quarterly basis.
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L.E.A.D.
Leaders of Excellence & Ambassador Development
Leadership

Strategy

Customers

Measurement, Analysis, and Knowledge Management

Workforce

Operations

Results

THREATS

- Pandemic Covid-19
- New technology
- Other Municipalities outpacing us
- Risk of new developments impacting natural resources
- No land to grow
- Gov. regulations/consolidation
- No new leadership/status quo
- Lack of funding/grants/financial resources
- Loss of staff
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City Services & Finance
City Services are used effectively in high-priority areas.

This month, auditors gave the City’s 2022 financial statements a clean bill of health during their yearly check-up. Learn more.

Education
Germantown Municipal School District is the top-performing school district in Shelby County and ranks among the top five statewide.

The Germantown Municipal School District recently named its 2023

Economic Development
Economic development policies encourage investment in key commercial areas.

Planning division staff granted administrative approvals for two new signs at Chase Bank in the Germantown Village Square shopping center and a Shelby County Permit Review for the Congregation.

Land Use & Transportation
Germantown is regionally recognized as a leader for improved access and mobility in all forms of transportation.

Get to know Public Works Director Bo Mills and learn more about the latest progress on the City's new elevated water tower.
“Government is a bunch of hardworking people, trapped in dysfunctional systems, who produce invisible things for people who do not want them, on behalf of others who do want these things for reasons we rarely articulate and can hardly measure.”
- Ken Miller
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<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/2</td>
<td></td>
<td>Operational Meeting</td>
<td></td>
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<tr>
<td>5/3</td>
<td></td>
<td>BMA FY24 Budget Work Session at Fire Station 4 from 5-8pm (Have the room at 4pm for set-up)</td>
<td>Scheduled with Byron</td>
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<tr>
<td>5/8</td>
<td></td>
<td>BMA Meeting - Budget First Reading</td>
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<td>5/9</td>
<td></td>
<td>SLT Leadership Development Meeting</td>
<td></td>
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<tr>
<td>5/10</td>
<td></td>
<td></td>
<td>5/22 BMA Agenda material due</td>
</tr>
<tr>
<td>5/16</td>
<td></td>
<td>MGR Managers &amp; Supervisors Meeting</td>
<td></td>
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<tr>
<td>5/22</td>
<td></td>
<td>BMA Meeting</td>
<td></td>
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<tr>
<td>5/23</td>
<td></td>
<td>T1 Operational Meeting</td>
<td>Agenda Set 6/12</td>
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<tr>
<td>5/29</td>
<td></td>
<td>OFF - Memorial Day</td>
<td></td>
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<tr>
<td>5/30</td>
<td></td>
<td>SLT Strategic Meeting (BMA &amp; Internal Initiatives)</td>
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</tr>
<tr>
<td>5/31</td>
<td></td>
<td></td>
<td>6/12 BMA Agenda material due</td>
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Questions?

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THANK YOU!